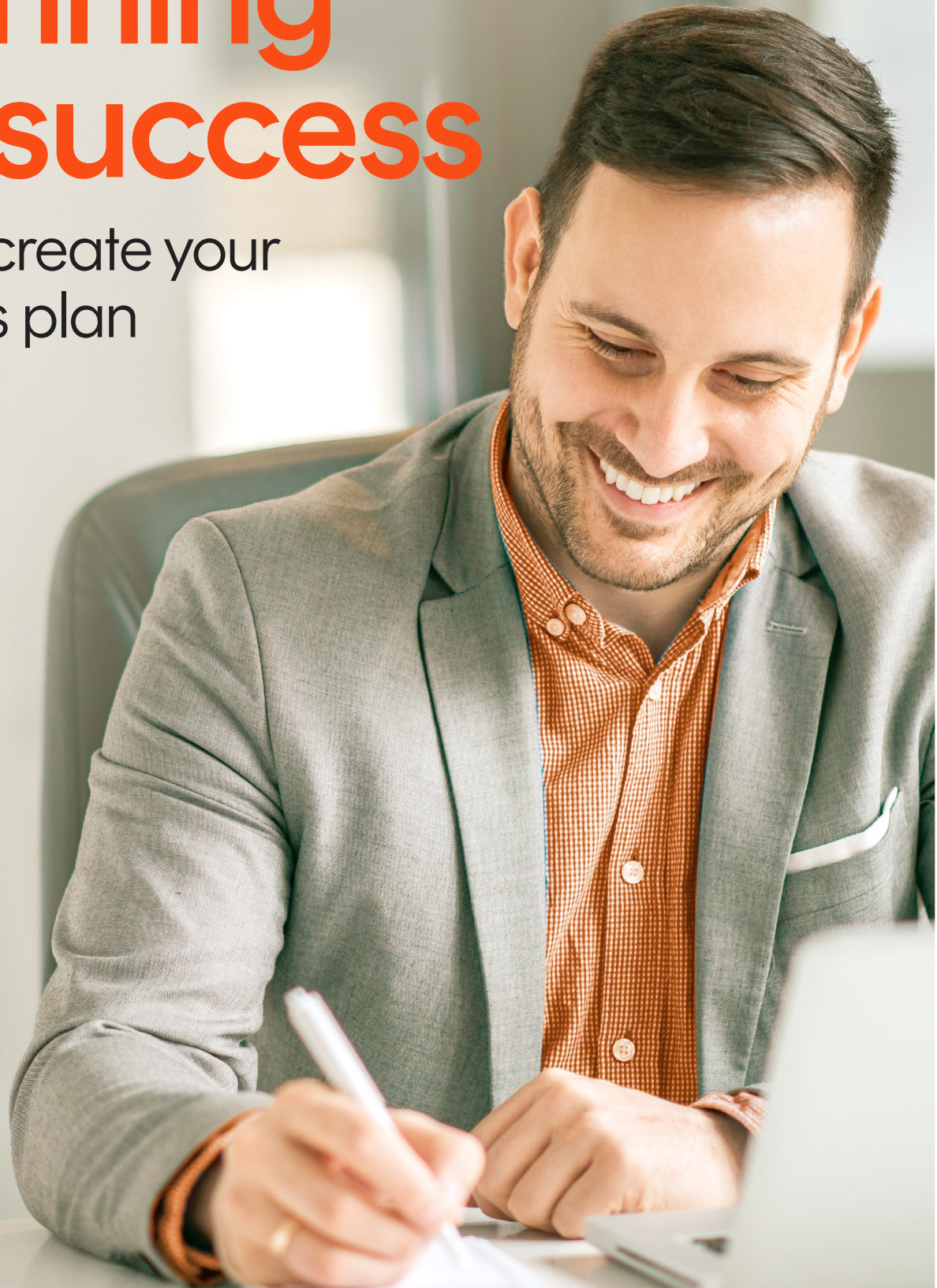




Planning for success

How to create your
business plan



What's your plan?

A business plan is a written document that formulates the goals and aspirations of a business. It considers the existing characteristics of a business and the scope of opportunities that exist in the marketplace. It should also demonstrate a 'path to victory' for accomplishing company targets.

A short-form business plan is a cut-down version of a traditional business plan, albeit with a similar structure. It outlines what your business does and how it will generate revenue, as well as how you will execute your strategies.

Why have a plan?

A clear and concise business plan will help you organise and prioritise your ideas. But remember, it doesn't need to be complicated. As Albert Einstein once said: *"If you can't explain it to a six-year-old, you don't understand it yourself"*.

A well-articulated plan will be easy to share with other stakeholders and is more likely to become a living document – one that can change over time and evolve with new information. You should consider how each part of the business plan will operate both by itself and in relation to the other components of your plan.

**“ If you fail to plan,
you plan to fail... ”**

Benjamin Franklin

Key components for a business plan

Mission statement	A short statement that identifies the purpose of the business and your operations. If you have completed your Client Value Proposition, you can use this to create your mission statement.
Executive summary	This briefly highlights your current position and your growth plan for the year. You should consider what you will need to change to keep growing at the same pace or faster than you have been.
Management structure	This sets out reporting lines and provides clarity on job roles. Make sure you consider the interaction of each role with other roles.
Goals	It can help to break your goals down into short and long-term priorities so you can allocate the right resources to reach them.
Key people plan	Helps you identify and nurture your most important professional relationships – for instance with employees and external dealer group contacts.
Compliance and risk management	This sets out the processes and procedures that must be in place not only to ensure you remain licensed, but also to help you avoid claims on professional indemnity insurance.
SWOT analysis	Encompasses four components: strengths, weaknesses, opportunities and threats. Strengths and weaknesses relate primarily to your firm and its capabilities. When thinking of opportunities and threats, you should consider the external environment that may affect your business.
Product and service delivery	This specifies the products and services that you provide to clients, and will enable you to compare yourself to competitor offerings to make sure your offering is compelling. Consider: does your offering solve real client issues, and do you have the capacity to deliver the promised services?
Service provider summary	Review your major service providers to confirm they are still best of breed and competitive on pricing.
Marketing plan	Not all techniques are equally successful for marketing a firm's services. In your marketing plan, include the strategies that will be most effective for both your existing clients and potential new ones. Without a well-considered marketing plan you may end up wasting considerable time, money and effort. Your plan should focus on the ways your clients naturally find your business, so think carefully about who your ideal client is, as this will affect the channels that are likely to be most effective.
Financials	Consider your previous year's financial performance and estimate where you think you will be over the next few years. Throughout the business plan, you may identify several ways to increase revenue while reducing expenses.

Example of a business plan

Fictional Firm: ABC Financial Planning

Mission statement

ABC Financial Planning offers specialist SMSF advice to HNW individuals in Victoria – helping them make the complex simple, while also providing them with peace of mind.

Executive summary

Current position

ABC Financial Planning is a mature business that has been in existence for 15 years and has a stable client base.

The business currently has 350 active clients, comprising 100 Platinum, 200 Gold and 50 Silver clients, as well as a team of three financial planners, one paraplanner and two support officers.

Our current client base comprises 80% pre-retirees who should be with our business for the next 15-20 years. The remaining 20% are younger wealth accumulators, which could offer the team an opportunity to extend our services in future.

Our revenue has consistently gone up at a rate of X% each year.

This business is mature, but we have further growth achievable.

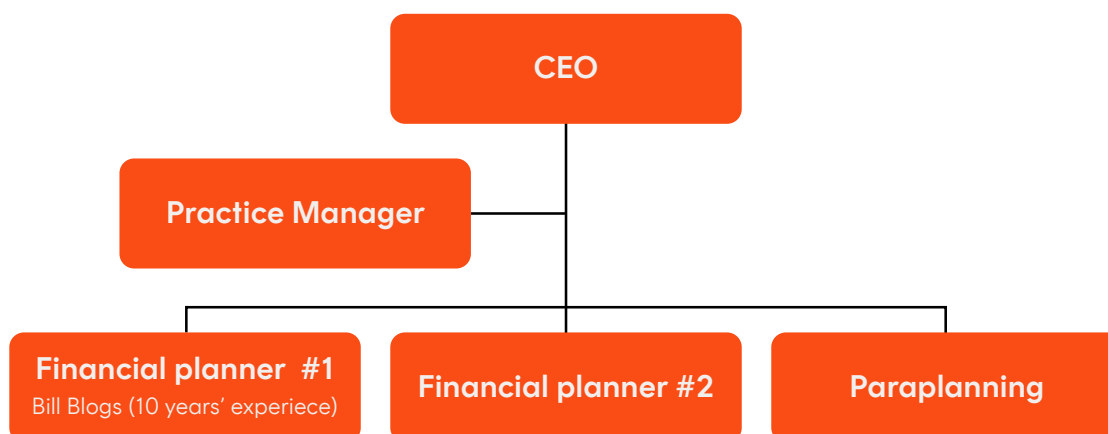
Growth plan

ABC Financial Planning currently has a large client base of 350 clients, but the objective is ongoing growth. The ways we could achieve this are by:

1. Encouraging client referrals, with the goal of having 30 clients per year, for the next five years, refer at least one other client to our business.
2. Increasing the number of educational content and timely economic updates posted on our website to promote our team's thought leadership and expertise.
3. Kick off a paid campaign on social media to help attract new clients – sharing our content and business updates on platforms like Facebook.
4. Opening a second office in Melbourne and hiring new financial planners and support staff to service those clients.
5. Finding new referral partners who are external professionals, such as accountants, general insurance brokers and mortgage brokers.
Purchasing an existing book from another investment business – with a budget of up to \$750,000 for the right opportunity.

Example business plan cont.

Management structure



Business goals

Short-term goals	Target date	Priority (high / medium / low)
Onboard 30 more clients this year	1 June 2023	High
Increase referral numbers from existing clients by 40%	1 Aug 2023	Medium
Review dealer group offers this year and compare three offerings	1 July 2023	Low
Reduce expenses by 20%	15 Dec 2023	Medium
Run face-to-face client events – one per quarter on different topics	31 Dec 2023	High
Review our [investment philosophy, research provider, platforms]	1 June 2023	Medium
Long-term goals		
Add three more advisers in the next five years	31 Dec 2028	Medium
Convert all Silver clients to Platinum/Gold service in three years	1 June 2026	High
Become self-licensed in three years' time	1 June 2026	High
Start to transition ownership of business to Bill Blogs	1 April 2025	Medium
Migrate at least 90% of clients into our preferred SMA offering	15 Jan 2025	Low

Example business plan cont.

Key people plan

Key person/s	Relationship	Key skills/role	2023 strategy	Cost to business	Benefit to business
John	Staff	Planner	Transition to financial advice role	Upskill training - \$10k	Ability to take on 30 more clients
ABC Ltd	Referral partner	Accounting firm	Increase referrals	Referral fees \$5k per annum	Additional revenue of \$30k
Research provider	Research consultant	Researcher	Review level of service provided or research provider	\$4k per annum	Potential savings

Retention and recruitment policies

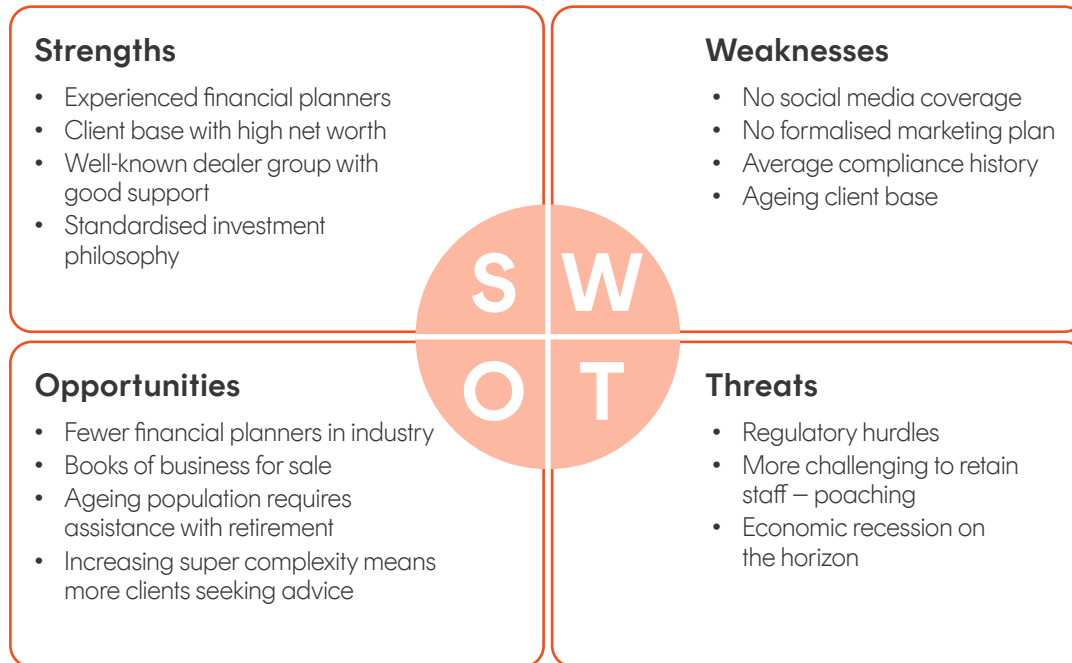
- Use an external local recruitment company for all new hires
- Implement a new bonus scheme for all employees – up to 50% of gross salary – to help attract and retain the best talent
- Design an employee equity scheme for staff with more than five years' tenure to recognise and reward people's service
- Review employee KPIs to ensure responsibilities are manageable and attainable.

Compliance and risk management plans

- Ensure all financial planners complete their Masters in Financial Planning by 2025 to ensure the highest possible training
- Provide all staff with adequate time to complete 30 hours of professional development training over the year
- Review cybersecurity measures with chosen dealer group and work closely with IT consultants on a quarterly basis to review these measures

Example business plan cont.

SWOT analysis



Product and services delivery

Service package	Services required	Pricing per annum	2022 client numbers	2023 expected client numbers	Net change revenue
Platinum	Quarterly reviews All client events	\$9,000	40	45	+\$45,000
Gold	2 x half-yearly reviews 2 x client events per annum	\$6,000	60	65	+\$30,000
Silver	Annual review	\$3,500	20	10	-\$35,000

Service provider plan

Provider name	Services delivered	2023 cost	Planned review
ABC Pty Ltd	Dealer group provider	\$	Yes/No
XYZ Insurances	Professional indemnity	\$	Yes/No
RTF Wrap Platform	Preferred wrap provider	\$	Yes/No
TYG Software	Paraplanning software	\$	Yes/No

Example business plan cont.

Marketing and sales plan

Objectives: Increase awareness, improve client engagement, and grow client base.

Major marketing initiatives for 2023:

- Increase referrals from existing client base – aim for 30 per annum
- Run four events where existing clients can bring a friend or relative
- Convert 10 silver clients to a Gold or Platinum service
- Implement a six-monthly survey via email to generate a Net Promoter Score
- Adopt Search Engine Optimisation (SEO) best practices and adapt web content
- Increase social media presence:
 - › establish profiles across relevant platforms
 - › set a regular posting schedule (three times a week)
 - › track key metrics (likes, follows, shares) to measure performance
- Establish relationships with local media outlets as a means of broadening business's reach and advertising the team's expertise.

Event planning (existing clients)

Our ideal clients are:

Demographics	Age	
	Sex	
	Income	
	Education	
	Marital status / family status	
	Financial stage	
Psychographics	Desires	
	Wants	
	Needs	
	Fears	
Geolocation	Local area	
	State	
	Country of residence	

Event	Invitees	Location	Speaker / Topic	Cost
March lunch event	Platinum/Gold	ICC Sydney	Market and Economic outlook with Betashares Chief Economist	\$2,500
June EOFY webinar	All clients	Webinar	Top tips for EOFY	Nil

Example business plan cont.

Social media plan

Platform/ purpose	Existing profile?	Regular content?	Frequency	2023 budget
Facebook – attract/engage with clients	No	Yes – blogs, videos, and webinar videos	3 x weekly 4 x quarterly paid ads	\$5,000 for paid ads and boosting select posts
Instagram – attract/engage with clients	No	Yes – content snippets from blogs and videos	1 x weekly 4 x quarterly paid ads	\$2,000 for paid ads and boosting select posts
LinkedIn – networking with industry peers	No	Yes – content snippets and business updates	3 x weekly	Nil
Website	Yes	Yes	1 x market update per week 1 x factsheet per month	Nil
Hootsuite to manage posting	Yes	n/a	n/a	\$79 per month for 'professional' tier subscription

Financial analysis

Profit and loss forecast:

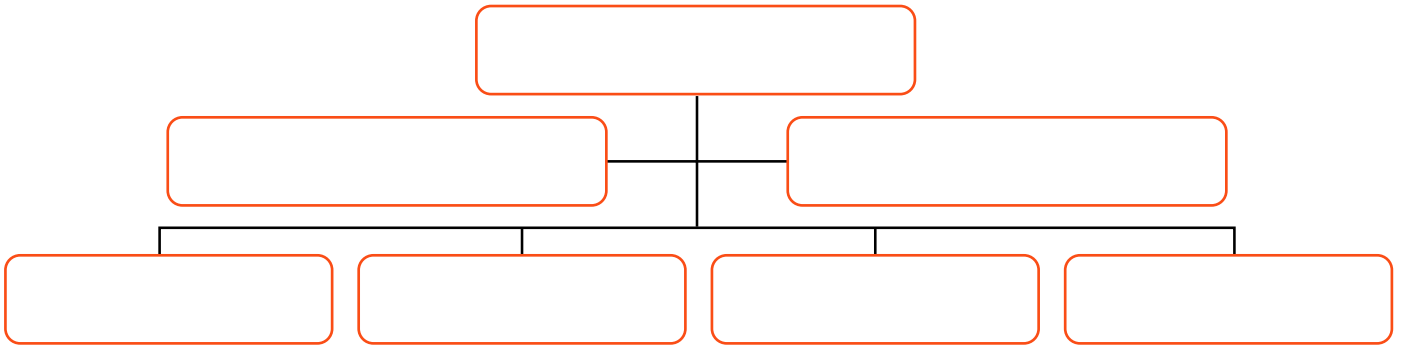
	Last year	2023	2024
Estimated revenue	\$	\$	\$
Estimated costs	\$	\$	\$
Estimated profit/loss	\$	\$	\$

NOTE: This is a simplified example of Financial Analysis for illustration purposes only. You may wish to attach P&L and financial statements from your accountant to the back of your Business Plan.

Your business plan

Use the next few pages to create your own business plan.

Management structure



Business goals

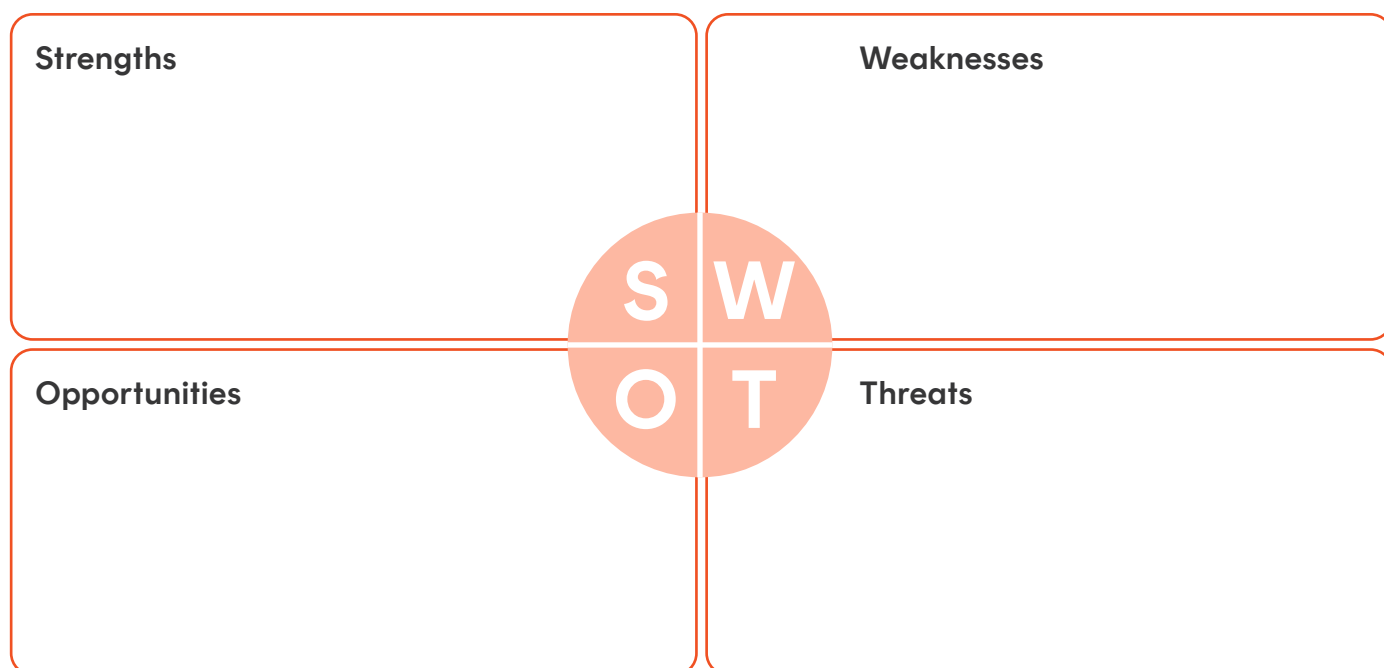
Short-term goals	Target date	Priority		
		High	Medium	Low

Your business plan cont.

Key people plan

Key person/s	Relationship	Key skills/role	2023 strategy	Cost to business	Benefit to business

SWOT analysis



Product and services delivery

Service package	Services required	Pricing per annum	2022 client numbers	2023 expected client numbers	Net change revenue

Your business plan cont.

Service provider plan

Provider name	Services delivered	2023 cost	Planned review	
			Yes	No

Event planning (existing clients)

Our ideal clients are:

Demographics	Age	
	Sex	
	Income	
	Education	
	Marital status / family status	
	Financial stage	
Psychographics	Desires	
	Wants	
	Needs	
	Fears	
Geolocation	Local area	
	State	
	Country of residence	

Event	Invitees	Location	Speaker / Topic	Cost

Your business plan cont.

Social media plan

Platform/purpose	Existing profile?	Regular content?	Frequency	2023 budget

Financial analysis

Profit and loss forecast:

	Last year	2023	2024
Estimated revenue	\$	\$	\$
Estimated costs	\$	\$	\$
Estimated profit/loss	\$	\$	\$

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For further assistance or to learn more about creating your Business Plan, please contact your Betashares Account Manager or our Head of Practice Development.

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